

Memorandum

TO: HONORABLE MAYOR
AND CITY COUNCIL

FROM: David Sykes

SUBJECT: SEE BELOW

DATE: March 27, 2020

INFORMATION

**SUBJECT: COVID-19 CONTINUITY OF OPERATIONS PLAN:
ESSENTIAL AND NON-ESSENTIAL SERVICES**

PURPOSE

The Mayor and City Council play a critical role in informing and engaging the public during this time of uncertainty related to the City's response to the COVID-19 Pandemic. This includes conveying key information regarding the essential services the City is continuing to provide, while helping the community understand which services have been temporarily shut down or slowed down. This memorandum details the City's Continuity of Operations Plan (COOP), providing details on what the Administration has deemed essential and non-essential services to our community.

BACKGROUND

In response to the City's Stage 5 Response (Extremely High Response) of our Pandemic Management Plan related to COVID-19, combined with all federal, state and local public health orders, the City's Emergency Operations Center (EOC) worked with all departments and offices to develop a COOP that outlines the City's essential and non-essential services during this emergency event. Essential services are those services that have been deemed critical to continue, while non-essential services are those services that can be temporarily shut down or slowed down to allow staff to focus on the more important essential services and/or comply with the current various public health orders.

The COOP is a critical component of the COVID-19 Roadmap that was developed by the EOC, which prioritizes the City's overall efforts to slow and reduce the spread of COVID-19, while protecting our community and workforce. Supported by over 220 employees in the EOC and many more throughout the City organization, those four key priority efforts are outlined as follows:

- Compliance with all federal, state, and local public health orders, as this is the single largest step the City can take to slow and reduce the spread of COVID-19;

- Provision of the City's essential services, so that the community can abide by public health orders while remaining safe, healthy, and engaged;
- Providing support to at-risk populations who will bear the brunt and be hardest hit by the COVID-19 epidemic; and
- Supporting and protecting the City's workforce so they can continue to perform all activities that are critical to each of the above priorities.

The COOP operationalized these principles into the determination of the City's essential and non-essential services as we respond to the COVID-19 pandemic. It ensures first and foremost that the City of San José, its staff, and its engagement with the community are abiding by all federal, state and local public health orders. Compliance with these orders is critical not only as a matter of law, but because it is the most important action the City and its community can take to slow and reduce the spread of COVID-19. To enable the people of San José to abide by all public health orders, the City will continue to provide those essential services which keep them safe, healthy, and engaged. Providing support to at-risk populations is also a key priority. The City must do everything possible to help meet the critical needs of our most vulnerable community members who will be most affected by this pandemic and its long-term repercussions. Finally, it is vital that we support and protect our workforce who are delivering the City's essential services, both employees who serve on the front line to our community as well as those who serve behind-the-scenes to ensure our organization continues to function effectively. Our employees are critical to our service delivery system; without them our services will clearly suffer.

Accordingly, organized by each department and office as outlined in the attached Appendix, the COOP specifies the essential services that will advance the four key priority efforts and must be continued. The non-essential services that are also shown in the Appendix, therefore, have been defined as those services that are not directly aligned to the essential services efforts.

It is important to note that the EOC, departments, and offices employed a common set of criteria to identify and prioritize the City's essential services during our COVID-19 response including:

- Essential Public Safety (e.g., police, fire, emergency medical);
- Essential City Facilities, Utilities, and Infrastructure (e.g. wastewater, garbage, energy procurement, roads);
- Essential Community Services (e.g. food distribution, housing, homeless services);
- Continuity of Major Development Services Efforts that Produce; and
- Essential Strategic Support (e.g., those basic functions such as agenda, budget, employee relations, finance, human resources, information technology, public works, attorney, and clerk services that enable the City to provide the essential services to the community).

As mentioned previously, for services that are deemed essential, protection of the City's workforce who are providing these services is critical, to ensure that staff can remain safe and do as much as possible to slow and reduce the spread of COVID-19 while conducting their work.

To accomplish this goal, the COOP specifies that staff must provide the essential services according to the following guidelines:

- Whenever possible, City staff are to provide essential services remotely.
- Where provision of essential services is not possible via remote work, staff will continue to provide those services onsite under the guidance of a Code of Safe Practices issued by the EOC's Safety Officer and enforced across departments by departmental safety officer positions.

While staff is focused on providing essential services, where it is possible for some staff to continue to also provide non-essential services with existing resources, they are continuing to do so remotely to ensure their safety.

CONCLUSION

In this unprecedented time of COVID-19, as outlined in the attached Appendix, the City of San José is providing many essential services to the community that are focused on ensuring compliance with all public health orders, a safe, healthy and engaged community, support to at-risk populations, and protection of the City's workforce. We collectively are in an environment that has not stabilized, however, the City organization stands ready to adjust our response as needed and the City Council will be updated as appropriate. We are so fortunate to have such a dedicated workforce that have been tirelessly working to serve our community in their day-to-day roles as well as in new re-deployed roles as disaster service workers. I cannot thank our employees enough for their work during these very uncertain times.

A handwritten signature in black ink, appearing to read 'D. Sykes', with a stylized flourish at the end.

David Sykes
City Manager

For questions, please contact Jennifer Maguire, Assistant City Manager, at (408) 535-8185.

Appendix: Continuity of Operations Plan: Essential and Non-Essential Services Summary

CONTINUITY OF OPERATIONS PLAN: Essential and Non-Essential Services Summary

The table below outlines major essential services and non-essential services by department and office. Please note that all City facilities are closed to the public with the exception of the Airport. Not specified per department or office are strategic support functions, many of which continue to be performed on a full or limited basis.¹

Department	Essential Services	Non-Essential Services
Airport	<ul style="list-style-type: none"> • Airport facilities, including airfield, terminal, and landside • Airport operations, including airfield, terminal, security, and landside • Airport business development (e.g., air service relations) 	<ul style="list-style-type: none"> • Airport administration reception desk and information booths located throughout the terminals
City Attorney	<ul style="list-style-type: none"> • Legal representation and counsel • Legal transactions, including contracts, ordinances, resolutions, and permits 	<ul style="list-style-type: none"> • Jury trials
City Auditor		<ul style="list-style-type: none"> • Performance audits
City Clerk	<ul style="list-style-type: none"> • Facilitation of City's legislative process (e.g., City Council meetings) • Public Records Act requests (provide records as staffing is available or if records are digitally available) • Boards and Commissions recruitment 	

¹ Essential strategic support functions vary by department and office, but generally includes activities such as: fiscal and budget management (e.g., timekeeping, accounts payable and receivable, budget monitoring and preparation), limited human resources support, limited analytical support, limited contract development and processing support, limited information technology support, limited administrative support.

CONTINUITY OF OPERATIONS PLAN (Cont'd.)

Department	Essential Services	Non-Essential Services
City Manager		
<i>Administration, Policy, and Intergovernmental Relations</i>	<ul style="list-style-type: none"> • Agenda services • COVID-19 related policy research and development • COVID-19 related intergovernmental relations • COVID-19 related immigrant affairs support, including language access 	<ul style="list-style-type: none"> • Non-COVID-19 related policy research and development • Non-COVID-19 related intergovernmental relations • Non-COVID-19 related immigrant affairs support, including Welcoming San José Plan
<i>Budget</i>	<ul style="list-style-type: none"> • Develop and monitor the City's capital and operating budgets • City Council memoranda cost implications review 	
<i>Civic Innovation</i>	<ul style="list-style-type: none"> • COVID-19 related telecommunications coordination and data analytics 	<ul style="list-style-type: none"> • Smart City Vision development and implementation, digital inclusion services, and broadband oversight
<i>Communications</i>	<ul style="list-style-type: none"> • Emergency public information • Public Record Act requests (provide records as staffing is available or if records are digitally available) • Civic Center TV • Major campaigns, including Census 2020 and 3-1-1 	<ul style="list-style-type: none"> • Non COVID-19 related communications
<i>Emergency Management</i>	<ul style="list-style-type: none"> • Emergency Operations Center support 	<ul style="list-style-type: none"> • Public education and training
<i>Employee Relations</i>	<ul style="list-style-type: none"> • COVID-19 related and urgent labor relations issues • Urgent employee relations workplace issue • Disciplinary matters 	<ul style="list-style-type: none"> • Non-urgent labor relations issues • Non-urgent employee relations workplace issues • Employee trainings

CONTINUITY OF OPERATIONS PLAN (Cont'd.)

Department	Essential Services	Non-Essential Services
City Manager-Economic Development	<ul style="list-style-type: none"> • COVID-19 related business development activities, including business outreach and assistance, downtown management, Foreign Trade Zone programs • Limited real estate services (e.g., COVID-19 related, development project facilitation) • Regional workforce development per State guidance, including rapid response, new client enrollments, case management, on-line training • COVID-19 related arts and cultural development issues • Census 2020 	<ul style="list-style-type: none"> • Arts, cultural, and regional workforce events • Non-mandated regional workforce development (e.g., in-person trainings, job fairs) • Non-COVID-19 related arts and cultural development work (e.g., outdoor events, public art, placemaking)
Community Energy	<ul style="list-style-type: none"> • Provision of clean energy to the community • Customer support • Regulatory compliance 	<ul style="list-style-type: none"> • Community programming and events
Environmental Services	<ul style="list-style-type: none"> • Potable water delivery • Recycled water management • Recycling and garbage services • Stormwater management • Wastewater management • Focused sustainability programs • Environmental health 	<ul style="list-style-type: none"> • Regional Wastewater Facility new construction • Water service disconnections • RAPID illegal dumping response (redeployed to PRNS anti-litter, homeless encampment litter abatement) • Community events
Finance	<ul style="list-style-type: none"> • Disbursements • Financial reporting • Purchasing and risk management • Revenue management (e.g., billings, payments via on-line and phone, business tax inquiries via email) • Treasury management 	<ul style="list-style-type: none"> • Cashiering services • Revenue management (e.g., collections)

CONTINUITY OF OPERATIONS PLAN (Cont'd.)

Department	Essential Services	Non-Essential Services
Fire	<ul style="list-style-type: none"> • Emergency response • Fire prevention • Fire safety code compliance 	<ul style="list-style-type: none"> • Community events
Housing	<ul style="list-style-type: none"> • Affordable housing portfolio management • Affordable housing production and preservation • Homeless interventions and solutions, including hotlines and Joint Encampment Response Team for health and safety issues only • Neighborhood capital investment and public services (e.g., grants) • Rent stabilization and tenant protection, including executing eviction moratorium 	<ul style="list-style-type: none"> • Multi-family housing property maintenance and inspection • Rehabilitation loans and grants (new applications) • Joint Encampment Response Team abatements • Apartment rent ordinance and mobile home program petitions
Human Resources	<ul style="list-style-type: none"> • Employment services for critical functions only • Health and safety, including worker's compensation • Employee benefits 	<ul style="list-style-type: none"> • Employment services for non-critical functions and new employee welcome • Training and development
Independent Police Auditor	<ul style="list-style-type: none"> • Complaint in-take via online, email, telephone, mail, and fax • Limited auditing work 	<ul style="list-style-type: none"> • Community outreach
Information Technology	<ul style="list-style-type: none"> • Technology infrastructure and operations • Business solutions • Customer Contact Center (San José 311) 	

CONTINUITY OF OPERATIONS PLAN (Cont'd.)

Department	Essential Services	Non-Essential Services
Library	<ul style="list-style-type: none"> • Access to information, library materials and digital resources (online only) • Materials management (drop off services) • Literacy and learning, formal and lifelong self-directed education (online only) 	<ul style="list-style-type: none"> • Community programming
Parks, Recreation, and Neighborhood Services	<p>Recreation and Community Services</p> <ul style="list-style-type: none"> • Anti-graffiti and anti-litter • Senior services, including meals and resource connections • Youth gang prevention and intervention <p>Parks, Maintenance and Operations</p> <ul style="list-style-type: none"> • Sports field maintenance • Family camp maintenance • Happy Hollow Park & Zoo, Emma Prusch Farm, and Koi Pond (animal/fish care and park maintenance only) • Neighborhood parks and regional parks (maintenance, trash removal, and bathroom services only) • Park rangers (patrol only) <p>Community Facilities Development (capital program design work only)</p>	<p>Recreation and Community Services</p> <ul style="list-style-type: none"> • Aquatics • Community center and re-use operations and programming • Park activation and placemaking, including private rentals • Youth services (e.g., recreation, homework assistance, afterschool programming) <p>Parks, Maintenance and Operations</p> <ul style="list-style-type: none"> • Family camp operations • Special parks use and facility rentals • City-wide sports • Volunteer management unit • Sports field reservations • Volunteer, adopt a park, and community gardens
Planning, Building, and Code Enforcement	<ul style="list-style-type: none"> • Citywide land use planning • Planning development review and building plan review • Building construction inspection (housing only) • Code enforcement (health and safety issues) 	<ul style="list-style-type: none"> • Code enforcement (multi-family housing and special programs) • Community meetings

CONTINUITY OF OPERATIONS PLAN (Cont'd.)

Department	Essential Services	Non-Essential Services
Police	<ul style="list-style-type: none"> • Response to calls for service and patrol support • Investigative services • Crime prevention • Regulatory services (limited, by appointment only) • Property and evidence services (limited, by appointment only) • Community education (via social media) • Front Lobby services, including police report copies, report filing, tow releases (via online or by appointment only) 	<ul style="list-style-type: none"> • Community presentations and meetings • Fingerprinting services • Photograph services
Public Works	<ul style="list-style-type: none"> • Plan, design, and construct (active projects only) • Private development services • Facilities management (in-use only) • Fleet and equipment service (essential functions only) • Animal care and services, including shelter, medical, field, and online licensing 	<ul style="list-style-type: none"> • Animal adoptions • Event services
Retirement Services	<ul style="list-style-type: none"> • Retirement plan administration, including benefits and investments 	<ul style="list-style-type: none"> • Disability retirement processing (unless financial hardships, will be retroactively processed) • Retirement education classes
Transportation	<ul style="list-style-type: none"> • Sanitary sewer maintenance • Storm sewer maintenance • Parking services (limited) • Pavement maintenance • Street landscape maintenance (health and safety only) • Traffic maintenance • Transportation planning and project delivery • Transportation safety and operations 	<ul style="list-style-type: none"> • Parking services (parking citations and abatement) • Tree and sidewalk inspections and permitting • Traffic safety education • Downtown event support